



# Oral Presentation (remote)

**Open Competition**  
**EPSO/AD/381/20**  
**Administrators (AD 5)**  
**European Law**

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**Presentation: 5 + 15 minutes**

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**Version 9**

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## ASSIGNMENT

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### IMPORTANT NOTICE

**This document presents a fictitious scenario. It has been produced solely for the purpose of this exercise. All references to existing countries, international organisations, private companies, departments and their representatives, etc. have been invented purely as examples. Any views expressed should not be taken to represent the opinions of those bodies or persons.**

For this exercise, you will take on the role of an adviser to the Anti-Fraud Agency (AFAG) of the European Union (EU), who has been asked to provide advice on how to improve the efficiency of AFAG's operational activities. The documentation you need is included in this booklet. It comprises a number of emails, reports and other information that you will have to analyse and digest in order to be able to deal properly with the assignment given to you. This is your first day in your new job.

It is important that you accept the scenario as it is presented. Although in real life you would have access to other sources of information and would be able to consult your colleagues, in this exercise you are limited to the information provided. You are, however, allowed to make logical assumptions where information is missing or incomplete. You may print the documents, rearrange them in any order you wish and add comments or make notes as necessary; these documents and your notes will remain available to you during the Oral Presentation.

This Oral Presentation aims at assessing the following competencies: Analysis & Problem Solving, Communication, Delivering Quality & Results, Prioritising & Organising and Resilience. Your knowledge in the field will not be assessed; therefore, conducting additional research is unnecessary.

You are expected to prepare **a presentation** for AFAG Deputy Director Chris Caulier and AFAG Director Dominique Vanneste in which you provide an overview of the current situation and the issues affecting the efficiency of AFAG's operational activities. On the day of the Assessment Centre, you will have 5 minutes to give your presentation. This will be followed by a 15-minute question and answer session, during which the assessors will ask you specific **questions**.

**Please note:**

**Today is Monday, 5 March 20XX**

**Last year was 20XX-1, next year will be 20XX+1**

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## ABBREVIATIONS USED

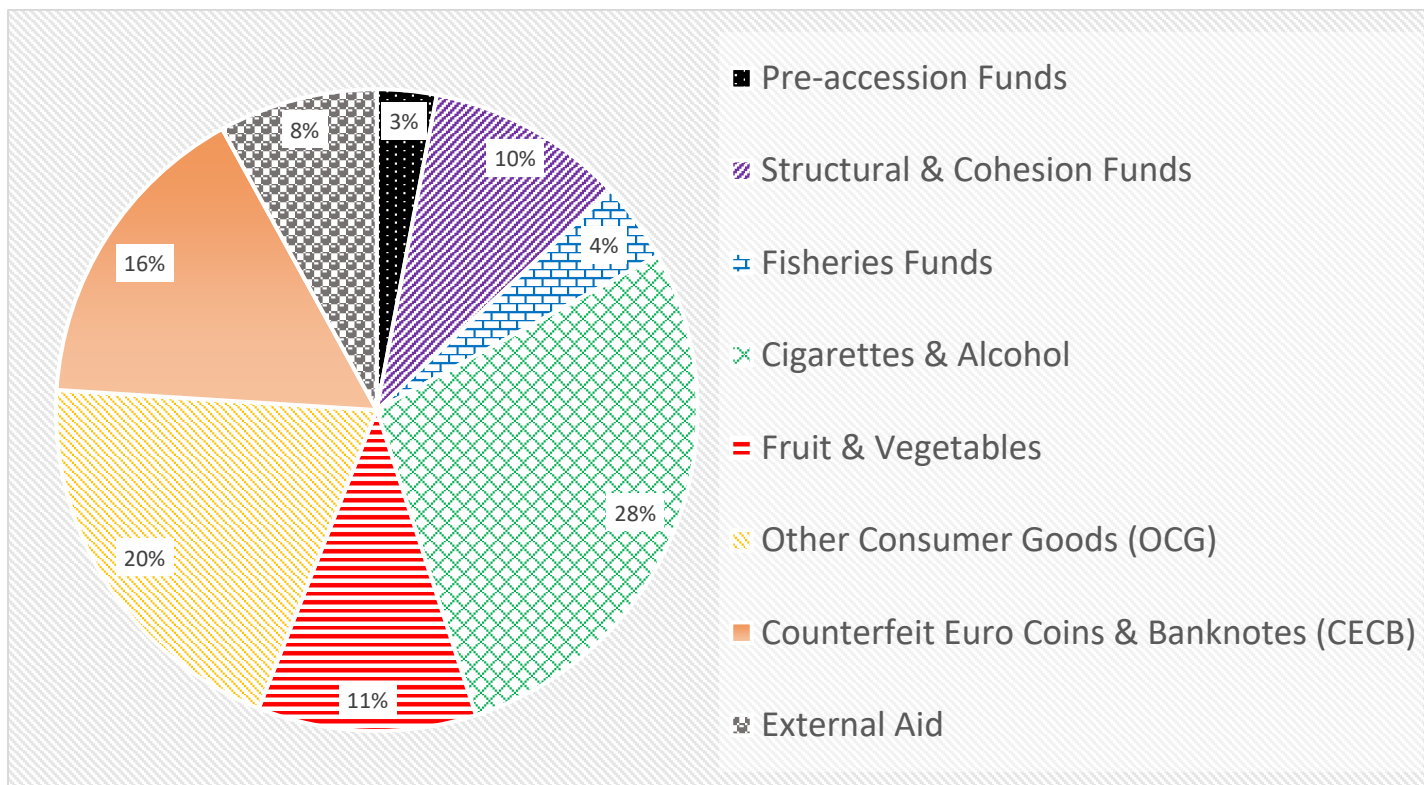
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AFAG	Anti-Fraud Agency of the European Union
CCS	Customs Communication System
CECB	Counterfeit Euro Coins & Banknotes
EU	European Union
FEAFRS	Funding and External Aid Fraud Reporting System
JCO	Joint Customs Operation
MS	Member State(s)
OCG	Other Consumer Goods

## BACKGROUND INFORMATION

### AFAG's mission

Since 20XX-12, the Anti-Fraud Agency of the European Union (AFAG) has been responsible for protecting the financial interests and the reputation of the European Union (EU) as well as the economies of its Member States (MS) by combating fraud and other illegal activities affecting the EU's €167.2 billion budget in an accountable and cost-effective manner. The total financial impact of fraud on the EU budget is estimated to be €2.9 billion annually. The impact by area is illustrated below:



AFAG accomplishes its mission by

- conducting anti-fraud investigations;
- coordinating anti-fraud operations;
- contributing to the EU anti-fraud strategy through prevention and detection initiatives and support.

AFAG is made up of Departments and Units.

As criminal methods become increasingly intelligent and ingenious, it is inevitable that AFAG will need to purchase new, advanced technological equipment to use in its anti-fraud investigations and operations. In order to cut costs and foster further cooperation and operational excellence within AFAG, the Agency has set up agreements with MS authorities – each of which possesses some advanced investigation equipment – to facilitate the exchange and/or borrowing of scarce, costly and/or highly technical equipment. In addition, given that some AFAG units might need similar or identical technical equipment for their projects, they have the possibility of joining forces to lend more weight to their purchase request(s).



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## WELCOME



From Chris Caulier, Deputy Director, AFAG

Monday 05/03/20XX

To &lt;Your name&gt;

CC Dominique Vanneste, Director, AFAG



Organisation\_chart\_20XX-3.pdf

Dear &lt;Your name&gt;,

Welcome to AFAG: thank you for taking on your role so quickly. In order to improve the efficiency of AFAG's operational activities, we are reviewing our 20XX+1 Management Plan, which should act as a guide to help AFAG improve its operations and internal functioning and thereby increase its ability to (a) combat fraud successfully and efficiently and investigate it and (b) recover any budgetary funding lost to fraud. The Management Plan should also ensure that all units have sufficient resources to allow them to fulfil AFAG's mission.

As part of the same effort to improve efficiency, AFAG wants to set up a clear procedure that will oblige every unit to consider carefully all potential purchases of advanced technological equipment for use in fraud investigations. This new procedure should help us to avoid making economically unjustified equipment purchases, by helping our units to decide whether a new call for tender needs be launched or whether the existing available technologies will suffice. In order to make such decisions, a quantitative cost-benefit analysis and a qualitative assessment of the advantages and disadvantages of the equipment in question will be necessary, and so both should be part of the new procedure.

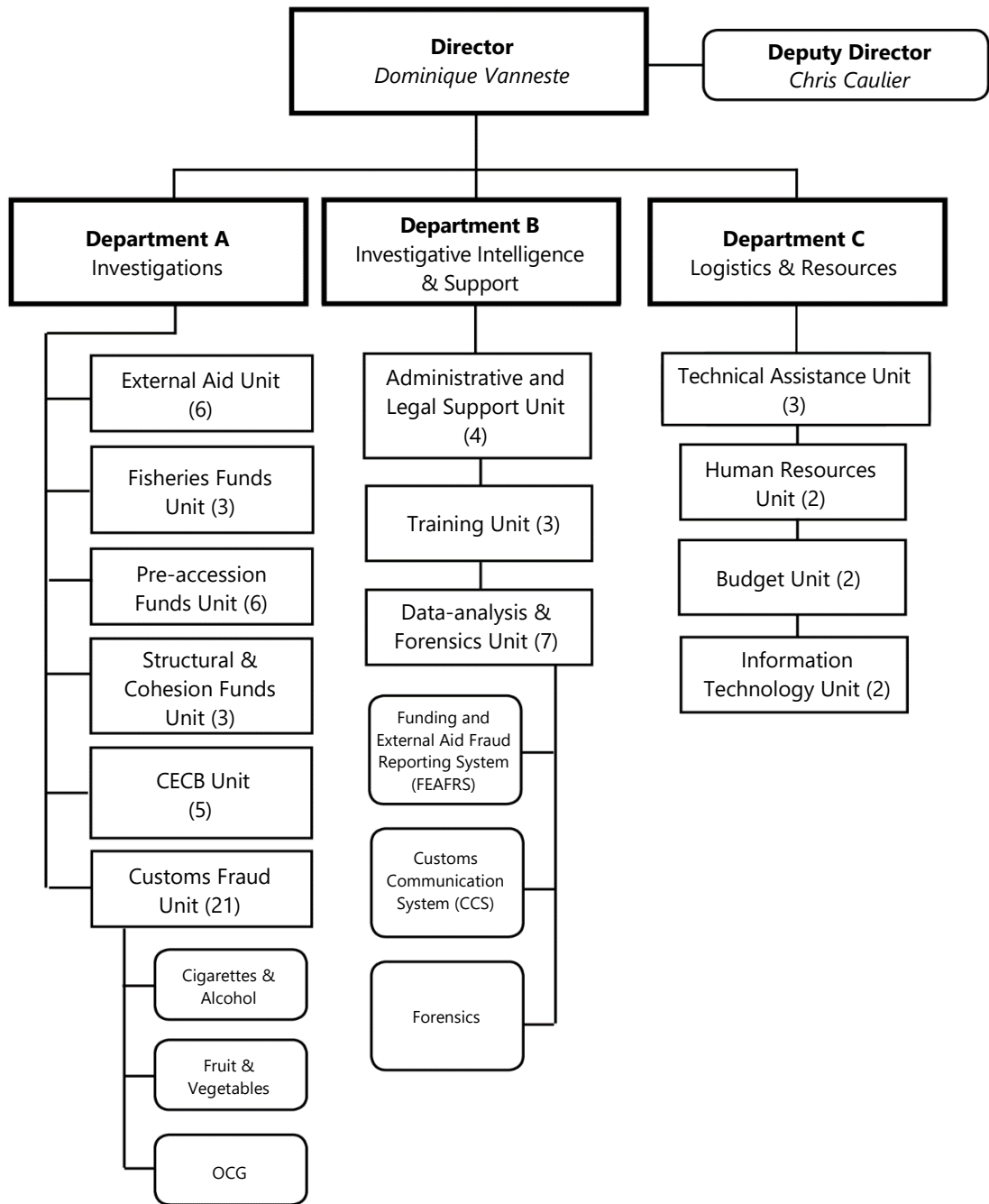
Regarding the latter, keep in mind that the final decision on whether to purchase specific technical equipment is always made by AFAG's Director. In addition, AFAG's Budget Unit is always very busy, so we should avoid submitting random purchasing requests to it before we have explored all other options for acquiring a particular piece of equipment.

Please find attached our current organisation chart (the numbers in brackets indicate the number of staff employed in each Unit). I have asked my assistant to send you some background documents that you might find useful, and I have already scheduled a meeting for us to discuss the issues at stake. The Director and I are looking forward to your presentation.

Kind regards,  
**Chris Caulier**  
Deputy Director  
AFAG



Organisation\_chart\_20XX-3.pdf



## ANNEX TO ORGANISATION CHART

**Description of AFAG's Units**

(...)

**Training Unit:**

- manages training resources and organises training and re-training for all AFAG staff according to personal and organisational needs

(...)

**Forensics Section:**

- AFAG's own forensic scientists collect and analyse scientific evidence in fraud investigations, thereby assisting investigators in their work.

(...)

**Technical Assistance Unit:**

- has extensive knowledge on the technical equipment that is available on the market in the field of investigating and combating fraud. The unit often exchanges information and knowledge with police forces and relevant authorities in the MS whenever new technical equipment is being used, either by criminals or by those authorities.
- has a good overview both of the different technical options available for advanced equipment and of the extent to which such options are required, based on the requesting unit's needs. These technical options affect the price of the equipment.

(...)

**Budget Unit:**

- to ensure objectivity, this unit independently prepares its quantitative analyses, the results of which are used to inform and advise AFAG's units on their purchase requests.

(...)





03/12/20XX-1

**NEW COMMUNICATION SYSTEM FOR CUSTOMS PURPOSES**

A new central communication system has come into operation today to help customs authorities prevent, investigate and prosecute serious infringements. The Customs Communication System (CCS) is expected to (a) facilitate the work both of MS customs authorities and of AFAG's Customs Fraud Unit and (b) increase the effectiveness of their cooperation through the rapid dissemination of information. The CCS will consist of a central database facility at AFAG that will be accessible in each MS.

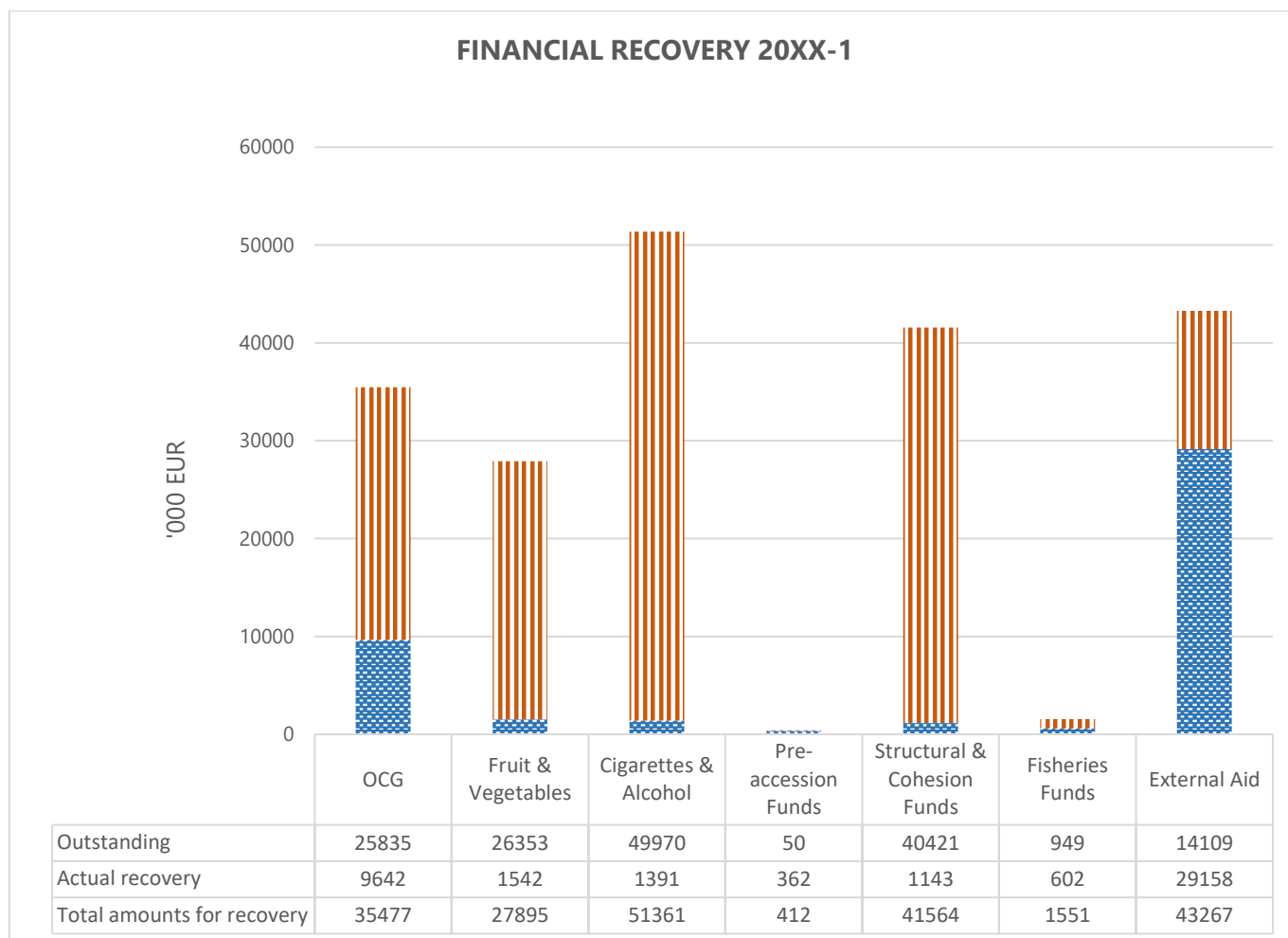
03/12/20XX-1

**PROTECTION OF THE FINANCIAL INTERESTS OF THE EU:  
DIRECTIVE ENTERS INTO FORCE**

The final MS having acted on the Directive on the Protection of the EU's Financial Interests, the Directive has now been brought into effect throughout the territory of the EU. This means that, finally, the legislation in all MS now includes a common criminal offence of fraud and of active and passive corruption affecting the EU's finances. However, the Commission takes the view that Article 280 of the Treaty on the Functioning of the EU confers the power on the EU to adopt criminal law provisions within the field of EU law. The EU Commissioner for Anti-Fraud Measures and Auditing, Joris Mertens, welcomed the take up of the Directive by the MS as, at least, a first step in the right direction: "At long last the MS will have to use the same criteria in treating fraud affecting the EU budget as a criminal offence. This is a major step forward in the fight against fraud, but it will now be up to law enforcement authorities to make use of it."



# AFAG ACTIVITY REPORT 20XX-1 PRESENTATION



**Customs Fraud Unit:**

- The number of investigations in the customs sector involving false product (ingredient) information is increasing. This is linked to the increase in the number of goods that, if released on the market, could be a danger to consumer health.
- The number of non-MS textile smuggling cases (false origin claims) is increasing.

**External Aid Unit:**

- The relatively high recovery rate can be attributed to the successful outcome of one particular case in which the fraud spanned four years of recurrent funding.

**Pre-accession Funds:**

- The low 'Total amounts for recovery' figure reflects the low and largely unchanged number of cases falling under the remit of this unit. Staff members from this unit can therefore be reassigned to other projects if necessary.

**Budget Unit:**

- As was the case in 20XX-2, the Budget Unit received far too many requests last year. In future, it cannot afford to spend time carrying out unnecessary cost-benefit analyses. From 20XX, this unit should be contacted only when purchasing is either the sole or the best option for acquiring specific technical equipment. It has been decided that if the requesting unit, together with the Budget Unit, concludes that a purchase is necessary, the Director will still be the only person who can validate this.



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## FINANCIAL RECOVERY



From Anna Callens, Member of European Parliament  
Monday 19/02/20XX  
To Dominique Vanneste, Director, AFAG

Dear Dominique,

I heard about the case in which you revealed the misuse of External Aid by a non-governmental organisation that was using low-quality materials to construct schools. Well done! This case goes to show how many people have to pay a high price for the fraudulent behaviour of just a few – not only will the EU have to invest for a second time to achieve the desired results, but the pupils will not be able to attend lessons until a new school has been built. This sort of situation puts the EU's reputation at stake.

Regardless of whether fraud relates to one-off awards of funds, grants, subsidies or to periodic disbursements from the External Aid, Fisheries, Pre-Accession or Structural & Cohesion funds, it has an impact on not only EU expenditure but also European taxpayers. I therefore suggest that the well-being of the public at large should be taken into account when you open investigations. In return, your efforts will be appreciated by EU citizens, especially when the fraudsters are identified and reported to the national judicial authorities for criminal prosecution.

I also suggest that you review the staffing of all units and, if necessary, re-allocate resources in order to increase the chances of finding evidence and identifying and prosecuting suspects. Prosecution is important both for preventing fraud and for recovering taxpayers' money. The recent successes achieved in detecting External Aid fraud illustrate my point: after more investigators were allocated to the unit, the recovery rate increased threefold. Nevertheless, it would not be ethical to focus only on cases in which the likelihood of prosecution is highest, or in which the amounts to be recovered were shown to be the greatest.

I am happy to hear that, to cut costs where possible, AFAG is committed to cooperating more with its stakeholders and using their advanced equipment to investigate fraud. Given that AFAG's Technical Assistance Unit has both extensive technical knowledge and access to a broad network of technically skilled investigative authorities, it is best placed to research the alternatives to purchasing new equipment, such as borrowing or using technological equipment owned by AFAG stakeholders. However, we all know that highly specialised equipment might become crucial for certain investigations and that, in such cases, purchasing will be inevitable. In any case, whoever is in charge should certainly be provided with all relevant information so that they can make a final decision on whether or not to purchase advanced equipment.

Kind regards,

**Anna Callens**  
Member of European Parliament

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## MS ASK FOR AFAG'S HELP IN DEALING WITH CUSTOMS FRAUD AND COUNTERFEIT EURO COINS & BANKNOTES

Published: Monday, 02.03.20XX-3

Combating customs fraud has always been high on governments' policy agendas for two reasons: one, because a decrease in smuggling should increase revenues from legal trade and, two, because counterfeiting is detrimental to law-abiding businesses. Another concern for the MS is that the number of cases involving CECB has increased over the last few years.



World Customs Organization Spokesperson Salvo Beneventi says, *"Globalisation and the opening of MS borders have given customs fraud a new dimension, expanding not only the market but also the type of goods involved, such as textiles. Although the likelihood of recovery in the area of customs fraud is not very great, fraud of any kind is a matter of principle and deserves our attention. In today's increasingly complex transport networks, fraudulent origin claims for the purpose of manipulating custom duties seem to be increasing exponentially. When customs fraud networks remain unnoticed for years, the loss of revenue is breathtaking."*

With regard to CECB, AFAG Head of Department, Martin Sommer, states that *"although CECB can be considered a purely MS matter, as this type of fraud does not have an effect on EU revenues, the cross-border character of CECB has prompted AFAG to establish a unit that specialises in helping MS to investigate such cases. We expect AFAG's involvement in the coordination of such investigations to result in an increase in the number of cases involving CECB, as AFAG's expertise will improve communication among countries affected by CECB."*

In order for AFAG to achieve its goal, cooperation between all partners and investment in advanced technological equipment are crucial. Mr Sommer emphasised that the various AFAG units, AFAG's stakeholders, MS police forces and relevant authorities all need advanced technological equipment to collect and analyse intelligence and data for (fraud) investigations. *"Since the equipment we need – such as automated recognition tools and night-vision equipment – is extremely expensive and requires a certain level of expertise to use, we are obliged to deliver results to justify the investment in these tools to the taxpayer. The EU is under scrutiny: making the best use of citizens' money is important; harmonising equipment and avoiding redundancy are key. AFAG still has a lot to learn in this regard: most AFAG units do not have sufficient knowledge or expertise to draft a cost-benefit analysis. Of course, AFAG's Budget Unit has far more expertise in this area, but it would struggle to carry out such analyses without having any qualitative input on how such equipment will be used."*



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## INVESTIGATION IN SENEGAL



From Michelle Wiczorek, Manager, Fisheries Funds Unit, Department A, AFAG  
Tuesday 17/10/20XX-1  
To Martin Sommer, Head of Department A, AFAG

Dear Martin,

Our investigations in Senegal were seriously affected by the fact that we did not receive the correct legal information on how to cooperate with the local authorities. This was not caused by a lack of information on the case in the Funding and External Aid Fraud Reporting System (FEAFRS) – which works well – but by Department B's support unit not being specialised in handling this type of fraud information (which is very different from customs fraud data, for example), and therefore its assistance was less than optimal. As this case is not unique, it is clear that we are in urgent need of direct access both to FEAFRS and also to expert support in the area of funding fraud. Furthermore, given the fact that my agents lacked experience in dealing with a case involving so many different parties, Department B should be asked to reallocate more training resources to my unit, so that we can be better prepared to deal with such cases in the future.

Besides the abovementioned issues, I also wanted to share some ideas with you. I regret that AFAG is not automatically informed of, and that it does not proactively request, status updates on the fraud investigations that it has referred to the MS judicial authorities. I really believe that AFAG is missing out on the opportunity to work more closely with the MS to secure convictions and recover financial losses.

I am very enthusiastic about the fact that our Agency is to provide its units with more guidance on preparing purchasing request justifications for our Director. However, now that we will also have the option to borrow equipment from AFAG stakeholders, I fear that the entire purchasing request process might become more complicated. Given the importance of proving the cost-benefit of a purchase, I believe that any unit that needs advanced equipment should first critically investigate the cost of purchasing that equipment and carry out a cost-benefit analysis to compare the total estimated purchase and maintenance costs with the potential amounts that could be recovered as a result of using the equipment.

I hope that you will share these suggestions at the next Heads of Department meeting.

Kind regards,

**Michelle**  
Manager  
Fisheries Funds



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## RE: INVESTIGATION IN SENEGAL



From Martin Sommer, Head of Department A, AFAG

Tuesday 17/10/20XX-1

To Michelle Wieczorek, Manager, Fisheries Funds Unit, Department A, AFAG

Dear Michelle,

I have contacted the Head of Department B, Sara Gunnarsson, to see how it can respond to your requests. It seems that we will need to discuss with the Director the feasibility of training some of the support staff to deal exclusively with the FEAFRS. To be honest, other investigative units have also reported difficulties regarding cooperation with support staff. I know how important it is for our investigators to receive timely information from the databases and continuous support on questions requiring legal or other expertise. Given that the support requested for funding fraud cases is very different to that requested for investigations that focus on customs fraud and CECB, I agree with you that separate and consequently more targeted and dedicated support will be necessary.

With regard to your agents' need for training; apparently, the Forensics Section is currently using up all training resources. Sara promised me that she would inform the Training Unit that resources need to be freed up to deal with your request. I sometimes think that it would be easier for everyone if the training resources were managed more independently.

Nevertheless, I feel obliged to inform you that the CECB unit is currently experiencing quite a lot of staffing issues because of the increasing number of cases that are falling under its remit; resolving these issues is a high priority.

Best regards,

**Martin**

Head of Department A



## ACTIVITY REPORT 20XX-1 INVESTIGATIONS SUMMARY (EXTRACT)

AREA	FISHERIES FUNDS (ONE-OFF AWARDS)	PRE-ACCESSION FUNDS
<b>TOTAL NUMBER OF INVESTIGATIONS</b>	<b>12</b>	<b>11</b>
<i>Description</i>	<i>7 uses of funds for purposes other than those for which the subsidies had been granted 5 misappropriations of funds for private gain All cases were referred to the respective national administrative authorities for recovery of the subsidies unduly granted</i>	<i>5 cases of favouritism 6 cases of corruption</i>
<b>NUMBER OF CASES REFERRED TO MS JUDICIAL AUTHORITIES FOR PROSECUTION*</b>	<b>10</b>	<b>7</b>
<i>Description</i>	<i>2 with recovery 3 cases led to recovery without prosecution 5 without recovery (due to bankruptcy of suspects)</i>	<i>1 case of favouritism led to recovery and reallocation of the amount concerned 6 corruption cases led to partial recovery</i>
<i>Sentence</i>	<i>1 conditional prison sentence** 2 unconditional prison sentences**</i>	<i>/</i>
<b>NUMBER OF CASES NOT REFERRED TO MS JUDICIAL AUTHORITIES</b>	<b>2</b>	<b>4</b>
<i>Description</i>	<i>1 case was dropped because of insufficient evidence 1 case did not constitute a criminal offence but ineligible expenditures</i>	<i>4 cases of favouritism were dropped because of insufficient evidence</i>
<b>COMPETENT AUTHORITIES INVOLVED</b>	Respective Fisheries Ministries, Anti-Fraud Departments and Police Forces of the MS and AFAG	Respective Ministries, Anti-Fraud Departments and Police Forces of the MS and AFAG

\* MS judicial authorities can choose to drop these cases.

\*\* These sentences related to a particularly severe case of fraud in which funds had been used to buy toxic proteins to feed tuna.

## MEETING MINUTES



<b>Date and time:</b>	<b>18/02/20XX – 03:00 pm – 05:15 pm</b>
<b>Attendees:</b>	Heads of Department (A, B and C)
<b>Topics:</b>	Status meeting

## AGENDA TOPICS

GENERAL OPERATIONS	
◆	CECB Unit staff asked to have more frequent exchanges with colleagues from the Customs Fraud Unit. Unlike the units that investigate funding fraud, the Customs Fraud unit uses similar working methods to those of the CECB for assisting MS authorities in dealing with fraud cases; therefore, closer cooperation would be beneficial to both units.
◆	Given the highly complex nature of the cases, AFAG investigators can deal with an average of four cases per year only. This has already resulted in staffing issues in some areas. Unfortunately, the budget does not allow new staff members to be recruited. Nevertheless, measures could be taken to make investigation more efficient; for example, by streamlining support activities and customising them to the needs of the different investigative units.
BRAINSTORMING ON DECISION-MAKING PROCEDURE FOR BORROWING/PURCHASING TECHNICAL EQUIPMENT	
◆	Many units believe that conducting a cost-benefit analysis should be the first step in the new procedure. If the results of such an analysis indicated that it would be too difficult to recuperate the investment, a decision not to purchase the required equipment could be quickly and efficiently taken, and attention could instead immediately be switched to examining other options for sourcing the equipment (e.g. borrowing it), thereby saving time for everyone involved.
◆	Starting the purchasing decision-making process with a cost-benefit analysis could reduce the chances of acquiring the necessary equipment. If equipment purchasing decisions were based solely on cost-benefit analyses in which the costs involved were compared only with the sums that might be recovered, very few purchases would actually be possible, as predicting how much AFAG could potentially recover using the equipment (and by when) is very difficult. There is therefore a high risk that cost-benefit analyses might very often be negative. This would make AFAG highly dependent on its partners and stakeholders being willing to loan their equipment and, as a result, the Agency would struggle to keep up with evolving criminal practices.
◆	It is important for the requesting unit to be able to try out the equipment they wish to procure. There have been cases in the past where, after either purchasing a particular piece of equipment or borrowing it from a stakeholder, the AFAG unit in question decided that the equipment concerned either did not perform as expected or did not meet the needs the unit had in mind.



**SECUROP***EU's Law Enforcement Agency*

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## REPORT JCO ITALY–EGYPT 13/10/20XX-1

LS

From Lisa Sinclair, Chief Officer, Securop

Friday 23/02/20XX

To Martin Sommer, Head of Department A, AFAG

Dear Julia,

I have just heard that – notwithstanding the positive outcome of the JCO – the judicial authorities have decided not to pursue the counterfeit cigarette smuggling case and thus not to initiate criminal proceedings against the offenders. Although we view prosecution as a successful outcome to an investigation and a fair return for our investigative work, our efforts have not been in vain. Despite our (i.e. AFAG and Securop's) lack of judicial or disciplinary powers, we provided considerable support to MS Italy and non-MS Egypt in handling this complex case. Such recurrent cases of fraud have a major impact on the EU budget, and we should therefore be proud of our success in dealing with them. Please congratulate your staff on my behalf for their perfect coordination of the respective police forces' and customs services' activities. I believe that such cooperation between AFAG and its stakeholders could have benefits for fraud prevention as well.

I also found it encouraging that you mentioned in the conclusion of your report on the JCO that the cigarettes contained substances forbidden in cigarette production, as this definitely goes to show why financial considerations should not be the only reason for opening investigations – such products pose a significant risk to human health. The fact that the actual amount eventually recovered did not reflect, relatively speaking, the impact this type of fraud has on the EU budget is another major reason for believing that concerns about public well-being should be taken into account when opening investigations – especially bearing in mind that dealing with such concerns has a greater impact on the EU's reputation than any action taken to protect the EU's financial interests.

I hear that the Customs Fraud Unit is thinking about purchasing a new type of goods vehicle scanner, and although this would require a massive investment, I very much support the idea. Like AFAG, we at Securop believe that the relevance and usefulness of a specific piece of equipment to a unit is a much more important consideration than its cost. And while the cost of a new goods vehicle scanner is high, I would definitely not consider it only a 'nice-to-have'. However, in any case, the Customs Fraud Unit is not the right entity to investigate the costs involved. It would be better if the requesting unit focused on providing a solid justification for why it needs new equipment for investigating and combating fraud, which it can do by making a qualitative assessment of the relevance and necessity of the desired equipment. Furthermore, it would be helpful to the Customs Fraud Unit if it could get a demo from a potential provider or from an AFAG stakeholder who is already using that specific type of goods vehicle scanner. Such a demo could provide crucial information on the functionalities of the technical equipment that will actually be needed to meet the requesting unit's needs.

Kind regards,

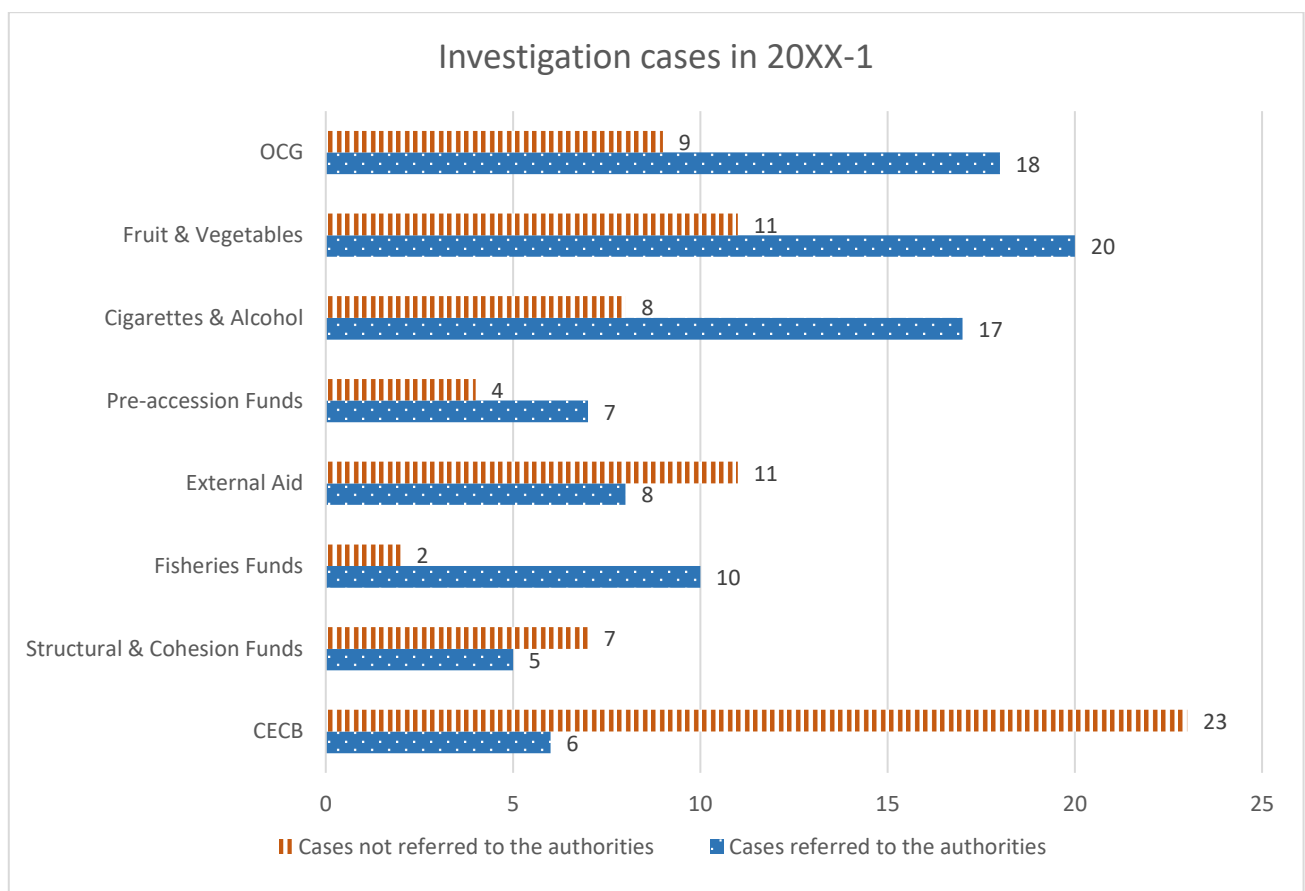
**Lisa**



# ACTIVITY REPORT 20XX-1 CASE STUDY

## BANANAS AND PINEAPPLE JUICE IN THE PORT OF LISBON (PORTUGAL)

The CCS warned Department B that 4 containers of organic bananas and 3 containers of pineapple juice would be arriving in the port of Lisbon from Brazil. Albeit with a considerable delay, the Customs Fraud Unit was subsequently updated by the CCS Section about the similarities between the circumstances under which the products were declared and previous incidents of fraud involving organic products from that region. Unfortunately, the Customs Fraud Unit did not arrive in time to support the Port of Lisbon in its investigations, and the containers were consequently not checked.





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## 20XX-1 ACTIVITY REPORT



From Joris Mertens, Commissioner for Anti-Fraud Measures and Auditing, European Commission  
Friday 19/01/20XX  
To Dominique Vanneste, Director, AFAG

Dear Dominique,

Thank you for sending me AFAG's 20XX-1 Activity Report. The report clearly shows that your investigators are effective in solving one-off funding fraud cases, which, given the fact that these types of cases are so frequent, is good news, and something that citizens reading the report will certainly appreciate. Nevertheless, there were a couple of aspects in the report that I thought needed some clarification.

First of all, I thought that the chart showing the financial impact of the various areas of fraud on the EU budget was rather misleading, as the figures were in fact only estimates. In order to present a more complete picture, I also suggest you distinguish between the types of impact these categories of fraud have. Furthermore, MS authorities play an important role in dealing with CECB and customs duty evasion, while funding fraud and External Aid affect EU expenditure only. It is important that these areas be clearly divided in order to avoid misunderstandings about responsibilities and objectives. For example, the number of cases involving CECB and customs duty evasion is increasing, whereas the number of cases related to fraud involving EU expenditure is decreasing.

You asked for my advice on how AFAG can best organise the borrowing and/or purchase of advanced equipment. While I think it is a good thing that AFAG is more open to and interested in using new tools in its operations, from our experience at the Commission, I would suggest that AFAG's actual needs should always be assessed before any decision to acquire new equipment is made. To ensure that AFAG's Technical Assistance Unit does not have to deal with too many or very vague requests, the requesting unit should always be obliged first to examine critically and list the qualitative benefits of the equipment in question and to assess thoroughly whether it actually needs that equipment to investigate and combat fraud, before it contacts the Technical Assistance Unit. Some AFAG stakeholders might already be using the technical equipment required. It might be interesting to ask them about their experiences and about the functionalities of the equipment before making any investment.

Kind regards,

**Joris**